



SESSION 3 Knowing your Stakeholders

At the end of this session, you will be able to:

- > Assess when you need to know more about the various stakeholders for an NRM initiative
- > Define what a stakeholder is and use tools to identify who the stakeholders are
- > Use tools to examine stakeholders interests and potential for engaging with the NRM initiative
- > Identify stakeholders who will be affected by an NRM initiative and consider ways to facilitate their participation
- > Consider ways to use the knowledge of stakeholders to progress the NRM initiative



1. Why is stakeholder analysis relevant?

What's a stakeholder?

Every project, action or activity includes stakeholders. Stakeholders include those people or groups who:

- possess a stake or interest in, or
- are affected by management of the natural resource or issue with which we are concerned.

To identify stakeholders, you might ask:

- Who benefits from the situation?
- Who is impacted on (positively or negatively) by the situation? Are there any invisible stakeholders?
- Who influences the situation?
- Are there any other groups that may be involved? You may need to break down broad categories like: 'government' or 'community' into smaller identifiable actors and groups such as specific government departments, local committees or private organisations such as churches or schools.

When is stakeholder analysis useful?

Whenever you need to work with people external to your organization, you should consider using a stakeholder analysis. The criteria for doing any stakeholder analysis include:

- risks to be managed,
- opportunities to be maximised,
- mitigation of negative effects to be achieved
- social justice objectives are to be met.

Impacts on the organisation of the time and effort involved is another consideration.



A stakeholder analysis is the basis for any engagement exercise. The scale for your analysis and the level of investigation involved in its development will depend on the importance of the project or program where you are wanting people's involvement.



2. The Basics

Key Elements of Stakeholder Analysis

- Know your purpose - why identify stakeholders for your project?
- Identify who the stakeholders are and why they are stakeholders
- Understand your stakeholders and their attributes relevant to your project
- Develop your strategy for working with stakeholders

Information, Data & Expertise needs

- Existing information from various community profiles especially about economic and other conditions
- New information may be needed depending on the NRM initiative. New information may include historic and geographic information, production systems, social groupings information, networks and relationships. This information may not be actually documented and may need compiling through various means
- Information about stakeholders' attitudes, awareness levels, skill levels.

Possible Applications

- Stakeholder identification and analysis is useful at all stages of NRM from planning and investment priority-setting through to incentives programs and monitoring and evaluation. Wherever people are involved, work on your stakeholder strategy will add value.

Strengths and Limitations

- Its strength lies in providing information about who's who, and who wants what. This is a pre-requisite for working with and engaging people at any scale
- Its weakness is that it takes time and experience to compile the relevant information; it also means conducting inquiries and recording information in a transparent and user-friendly format while respecting privacy issues.
- Use of the full version of stakeholder analysis is not needed on every project, only where the risks or gains warrant it. However most projects do require some level of scanning of stakeholders.

A shortcut method could be used. Perhaps a ripple diagram would work in these instances. The idea is to use concentric circles - where the centre is a list of who is directly affected, the second layer of ripples are interested or influential groups who are not involved, and the third level would be those with more indirect interest or influence. Each layer can be built on groupings of stakeholders.



There are no good or bad stakeholders...it's better to think of people as early adopters, resisters, once-bitten, etc. and their reasons. Also not all stakeholders are on-ground implementers e.g. researches, policy-makers, downstream farmers or residents.



3. Out in the Real World

Case Study: Companies find Critical Path to healthy environment

The Mother of Millions eradication program is intent on removing this toxic weed from the Back Creek sub-catchment near Millmerran. This initiative will help prevent the weed from spreading into the Condamine River and the lower Murray Darling Basin.

Companies with a social conscience that want to invest in the environment can use a model launched today by the Condamine Alliance.

The Critical Path model was unveiled with the assistance of power company InterGen Australia CEO David Nelson, whose company is the first corporate investor to partner with the Toowoomba-based Alliance in delivering a natural resource management program.

"Investment in the environment is highly regarded by the general public as a valuable investment in community," he said.

The first Critical Path corporate investor, Millmerran Power Partners (a subsidiary of InterGen Australia, operating a plant at Millmerran), has invested \$30,000 in a joint program -- involving the Alliance, Millmerran Landcare, Millmerran Shire Council and the Department of Natural Resources, Mines and Water.

InterGen's Mr Nelson said the company recognised that while its core business was electricity generation, it was also responsible for the management of about 9000 hectares of land in the Millmerran Shire.

The problem: Location and scale of the problem is clear; need for people to be involved is clear

A stakeholder group's interest is identified

'Influence' or contribution of a stakeholder is identified

Larger stakeholder group identified; potential for partnerships

Wider stakeholder interests identified

Adapted from media release on Condamine Alliance website on 22 August 2006:
<http://www.condaminealliance.com.au/pdf>



Stakeholder analysis is not meant to be used for 'managing stakeholders'. It's about openness and building cooperation, about achieving mutual objectives such as managing threats, maximising opportunities and dealing with other change processes.



Group Exercise - Five steps for stakeholder analysis

Step One: Decide on the purpose for understanding the stakeholders more

Write a brief purpose statement for undertaking a stakeholder analysis for working on a proposed control programme for the Mother of Millions Pest (Class 2 declared pest) in the Back Creek area of Millmerran.

Step Two: Identify who your stakeholders are – making the list

- Using the case study, make a list of stakeholders using the stakeholder criteria listed under Section 1 above

Are there any invisible stakeholders...people who are affected by a change but have no knowledge and / or capacity to participate? Are there any competing interests?

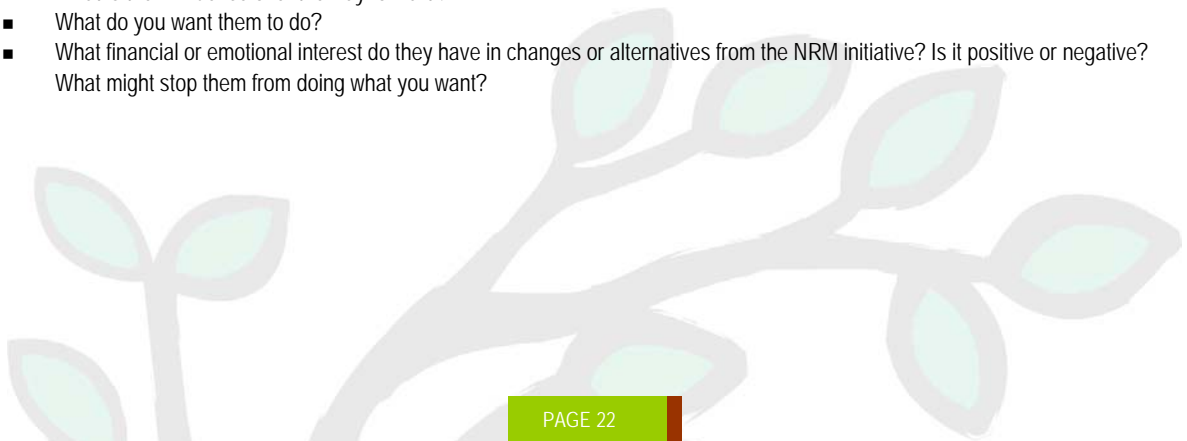
Step Three: What makes stakeholders tick? – describing the impacts on the stakeholder groups from their interest and motivations

Key information you need about your stakeholders:

- Their interest in the problem or issue:
 - Which issue do they care about?
 - Why do they care (financial, community, other interests) ?
 - What is their current opinion of your organisation's work? Is it based on good information?
 - What motivates them most of all?

Their influence over the change or solution to the problem or issue:

- What can they do to achieve the change?
- What is their influence over the way forward?
- What do you want them to do?
- What financial or emotional interest do they have in changes or alternatives from the NRM initiative? Is it positive or negative? What might stop them from doing what you want?





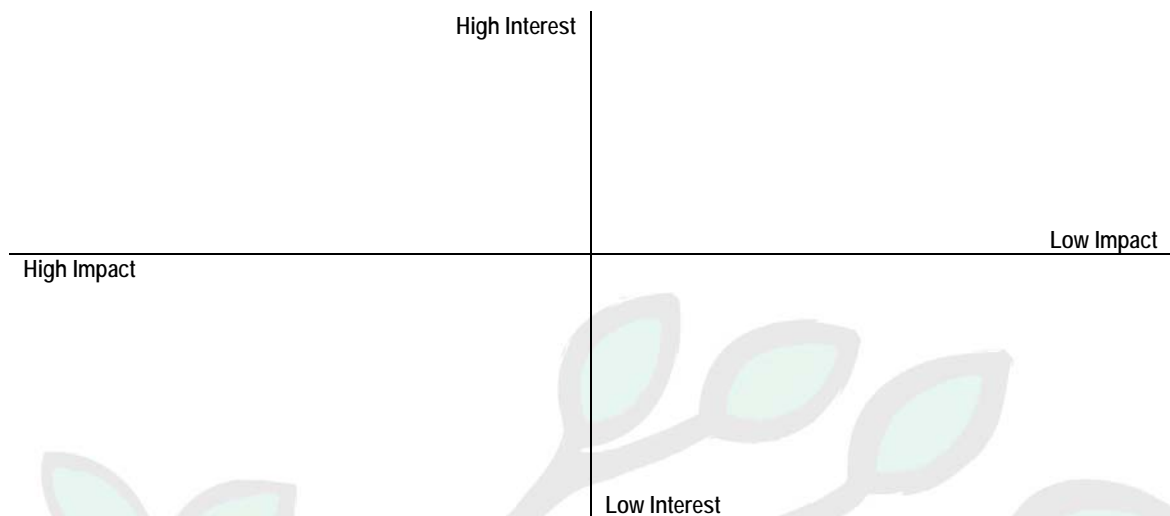
Using the table below, describe the impacts which specific stakeholder groups would experience from the mother of millions problem and their level of influence over the solution or change. (Note that you need to describe each of the stakeholders' impacts and influences AND to rate the level of impact or influence as High, Medium or Low (H,M,L))

	Impact	Solution
Stakeholder Group	Nature of the impact, & Level of impact (High, Medium or Low)	Ways they might influence &- Level of influence over the solution (High, Medium or Low)

Note: the problem might be a combination of points e.g. high impact but no funds.

Step Four: Prioritise your stakeholders

Placing your stakeholders on an x-y grid such as the one below can help you decide which ones you had best concentrate your energies on. Rank them by interest (on the vertical axis) and influence (on the horizontal axis). Concentrate your actions toward the upper left of the grid—but don't forget that many voices with "low influence" can become *very* influential when combined.



Note: those with high interest can lobby those with influence to increase their interest – it's a dynamic situation.



Step Five: Consider the following questions for the design of a stakeholder strategy for managing the impacts of the mother of millions project.

Consider the stakeholder information about groups, roles, interests and level of impact:

- Which stakeholder groups have common interests with respect to the planned intervention or technology to be introduced?
- Are there existing partnerships or histories of support and collaboration between or among some of the stakeholder groups that would affect the level of impact? Around which activities, issues or ideals were these partnerships formed? Are there partnerships linked to gender or other group attributes?
- Are there other barriers to achieving positive responses?
- Would it be possible to build upon existing partnerships to implement specific activities? Or could new partnerships be formed?
- Which stakeholder groups have conflicting or competing interests with respect to the interventions in question?
- Are there conflicts so deep and long-standing that certain proposed interventions are doomed to fail?
- Given areas of conflict and partnership, which of the proposed interventions are most likely to succeed?

Write an action plan for this stakeholder strategy in the table below around key tasks including:

- information and information exchange tasks
- communication tasks
- problem-solving tasks
- capacity building tasks
- relationship building tasks.

Stakeholder Group	Tasks and Actions



4. Your region, your projects and this tool

Questions to Consider:

- When might you use stakeholder analysis?

- Where will I get the information I need?

- How much effort will be involved?

- How do the interests of traditional owners, historic indigenous communities or other less visible stakeholders become more visible?

- Who should be involved in the stakeholder analysis?

- How will it help me improve the effectiveness of my projects?



5. Summing up

List two insights you have gained from the session

1 _____

2 _____

List two actions to kick-start a stakeholder analysis for an NRM initiative

1 _____

2 _____



Further Information

1. Module 3: Learning about Natural Resource Management Problems and Stakeholders – available at www.sprep.org.ws/iwp/documents/IWP_Chapter_3.doc

2. Citizen Science Toolbox
<https://www3.secure.griffith.edu.au/03/toolbox/>

Toolbox contains

- Over 60 community involvement tools, from public meetings to consensus conferences
- Case studies of the uses of various tools and the reflections of stakeholders who participated

